

DD/A 80 0427

15 SEP 77

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training  
Chief, Information Services Staff

FROM: [REDACTED]  
Chief, Management Staff, DDA

SUBJECT: Planning in the Directorate

1. Several of you discussed long-range or strategic planning at the Office Directors' Conference last year. At least partially as a result, Don and [REDACTED] both felt the need to do something more in this area and charged me with coming up with some ideas. After a good deal of research and discussion, I selected the planning concept that is described in the attached memorandum. Before implementing the ideas, however, Don and Bill want to hear your reactions.

2. Don asked that I send each of you a copy of the draft memorandum implementing the proposed changes to our planning process. He wants you to review it and to be prepared to discuss it, from two viewpoints, at the Office Directors' Conference [REDACTED]. He wants to know:

- whether or not you agree with the proposed changes; and
- what strategic objectives you would initially identify for each of your respective areas of responsibility.

CL 0 01

~~SECRET~~ DRAFT/2/22/80

Jim,

Paragraph 2 of reference asks two questions as follows

. . .

. . .

Re the first question, I feel that one can not do other than agree to the concept of long-range (strategic) planning and using the MBO's as the tool to administer the program. The May-June of 78 issue of H&R has an excellent article on the problems inherent in strategic plans - a copy is attached for your concurrence as it may be valuable background material for your meeting. I apply the message of the article to our situation as follows.

Although the value of the planning lies in the process of creating the plan, and not in the plan itself, history is *Repete* with the plan (and subsequent MBO's with attendant milestones) becoming the criteria for managerial effectiveness. A long-range plan is a prediction of the future by management but, once the plan is presented, the management that created the plan becomes responsible to meet it with, of course, no control over future constraints and realities. Because upper management needs data to allocate bonuses, promotions, ranking, etc., the obtainment of milestones becomes critical and there is often actions to meet milestones that are not in the long range best interests of the government. As the H&R points out, no one can accurately predict the future, therefore plans, MBO;s and milestones must be flexible,

and management must be sensitive to how effective one anticipates and adapts to realities, and not unfairly emphasize the meeting of milestones and deadlines. Accordingly, as the HRR points out, the process must be adaptive, and the tools for evaluating progress well defined, with little emphasis on statically meeting milestones.

As to the second question, P&PS would recommend the following.

Energy

- Facilities  
Leased  
GSA

Consolidation

- Transportation
  - More fuel efficient vehicles
  - Consolidation
  - Planning

Consolidation

Effectiveness/Efficiency

Data Base Management  
MMP  
ICS etc.,

Each division

If this approach OK we will contact each division to obtain their strategic plan - we also are preparing a formal strategic plan, similar to ODP and OC efforts.

*goals of agency*

